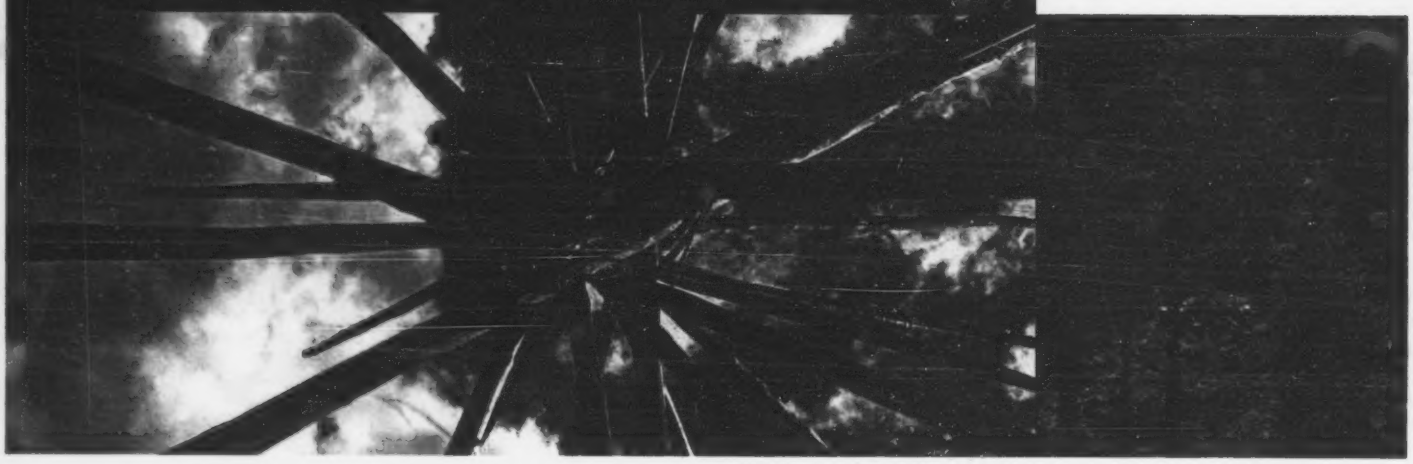
CITY OF WHITEHORSE

Community Economic Development Strategy



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Executive Summary

The City of Whitehorse is strategic in their approach to enhancing the economic well-being of the community. Council, staff and invited guests participated in two facilitated 'Charettes' to identify possibilities for the City's economic development efforts and determine **success indicators** to monitor progress in this regard. The Economic Development Charettes were simply collaborative opportunities for people to develop solutions for prevailing issues and opportunities.

The economic development strategy process involved **defining the future** by describing what economic success would look like. Once the ideal state was defined, participants **assessed the present** conditions identifying current issues and opportunities impacting Whitehorse and its economy. Charette participants and staff explored the resulting short listed strategic topics by developing **potential response strategies**. Finally, economic development strategic possibilities were evaluated by the City Council for short term implementation and future consideration.

The scope of the discussion involved **Economic Sectors** that capture key economic activities (manufacturing, tourism, retail, resources, services, agriculture, knowledge, technology and government) and **Economic Factors** (labour, access, transportation, capital, energy, environment and community image & culture) that affect the local economy. These elements formed the basis for the creation of an ***Economic Score Card***. An **Economic Climate Assessment** was developed to determine what areas of Whitehorse's economy are working well and also areas requiring attention.

Eighteen **strategic topics** were shortlisted during the first Charette in April, 2009. Nurturing innovation, reducing red tape, providing quality customer service, improved parking, a vibrant downtown, affordable housing, branding, civic energy strategy, First Nations relations, 'Cold Climate Centre' and the 'Wilderness City' concept were among the topics explored during the workshop. Charette participants suggested that the economic development actions be the focal point for a second workshop. City Council hosted a second Economic Development Charette - Getting to Action that was held on December 8, 2009. The resulting actions developed at the April and December Charettes are compiled in the **Economic Development Strategic Possibilities Chart.**

City Council reviewed each suggestion from the Charettes to determine those that the City was already working on and additional areas it wished to address – see ***2010/11 Economic Development Action Plan*** (next page). Eleven strategic topics were aligned with current City activities; three required dedicated resources and four were deemed appropriate for other agencies or later consideration. At the time of this final report, the City was in conversation with the Yukon Government for financial assistance to fund a project to develop and implement an Integrated Branding Strategy.

Strategic planning is an ongoing process. Participants suggested the Economic Development Action Chart and Score Card be the focal point for a future **Economic Development Charette** to review progress, discuss emerging strategic topics and provide input to the City's Economic development efforts.

CITY of WHITEHORSE

2010/11 ECONOMIC DEVELOPMENT ACTION PLAN

STRATEGIC TOPIC	CITY ACTION (CITY DEPARTMENT)
1. **Integrated Branding**	• **Council Priority – Seek Yukon Government (YG) funding to develop a branding strategy to pursue the EDS** (City Manager) - Inventory supply & growth projections - Examine cluster focus options
2. **Land Development** – Lots for residential development	• **Council Priority – Adopt new OCP** (Planning) • **Council Priority – Pursue infill lots** (Planning) • **Council Priority – New subdivisions re: next 2 years** (Planning) • Council Advocacy – Work with YG to plan for the future (City Manager)
3. **Energy** – Civic Practices and Alternative Sources	• **Council Consideration – Pursue alternative energy** (City Manager) • City Building Energy Audit (Buildings)
4. **Conventions & Events**	• **Council Priority** – Host for Arctic Winter Games (All Departments) • **Council Priority** – Mt. Sima viability business plan (Parks & Rec.) • Community Event Review (Tourism)
5. **Improved Downtown** Parking – Parking & Alternate Transportation	• Downtown Parking Strategy (Planning) • Transit system review (Transit) • Develop trail system plan (Parks & Recreation)
6. **Affordable Housing** – Policy Provisions	See # 2 - Incorporate policies in 2010 OCP (Planning)
7. **Cold Climate Centre** – Support	• Highlighted in promo DVD (Tourism)
8. **First Nations Relations**	• Complete protocol agreement (City Manager) • Participate in KDFN Sustainability Plan (Sustainability) • Regular First Nation roundtables (City Manager) • Input to Ta'an Kwäch'än First nation Land Act (Planning)
9. **Wilderness City** – Trail System	• Budget priority list for 2010 (Parks & Recreation) • New subdivision dedication in OCP (Planning) • Develop comprehensive plan (Parks & Recreation)
10. **Vibrant Downtown** – Civic Amenities	• Civic amenity list to City's capital plan (Operations) • Civic amenity policy in OCP (Planning)
11. **Industrial Lands**	• Build business case – supply & demand (subject to YG funding)
12. **Clean Community**	• Graffiti Management Policy (Parks & Recreation)
13. **Service Culture**	• Implement 'one stop' service at City hall (Finance) • Virtual City Hall capacity (Information Systems)
14. **Reduce red tape**	
15. **Training & Development**	*For longer term potential consideration*
16. **Nurture Innovation**	*For longer term potential consideration*
17. **Customer Service**	*Potential Role for the Chamber of Commerce & others*
18. **Shop Local**	*Potential Role for the Chamber of Commerce & others*

* Council priorities noted in **Bold type**

1 Overview

The staff and elected officials of the City of Whitehorse along with forty-three invited guests participated in a Charette during April, 2009. The workshop, facilitated by Gordon McIntosh PhD, of the Local Government Leadership Institute was to determine **success indicators** to monitor economic development efforts and establish strategic topics for discussion during the workshop as potential **strategic priorities** for attention by the City.

1.1 Process

The workshop process involved three stages that also establish the structure of this report:

- **Defining The Future** – describing the successful outcomes for economic development efforts (section 2)
- **Assessing The Present** – identifying current issues and opportunities to establish a short list of key strategic topics for attention (section 3)
- **Developing Strategies** – developing possibilities to respond to the strategic topics identified at the workshop (section 4)
- **Taking Next Steps** – selecting economic development strategies to be pursued by the City along with requirements to implement the resulting Economic Development Action Plan.

The key stand alone documents to be used for implementation of the workshop outcomes are:

- **Economic Development Score Card** (appendix 1)
- **2010/11 Economic Development Action Plan** (page 3)

1.2 Definitions

Economic development is defined as:

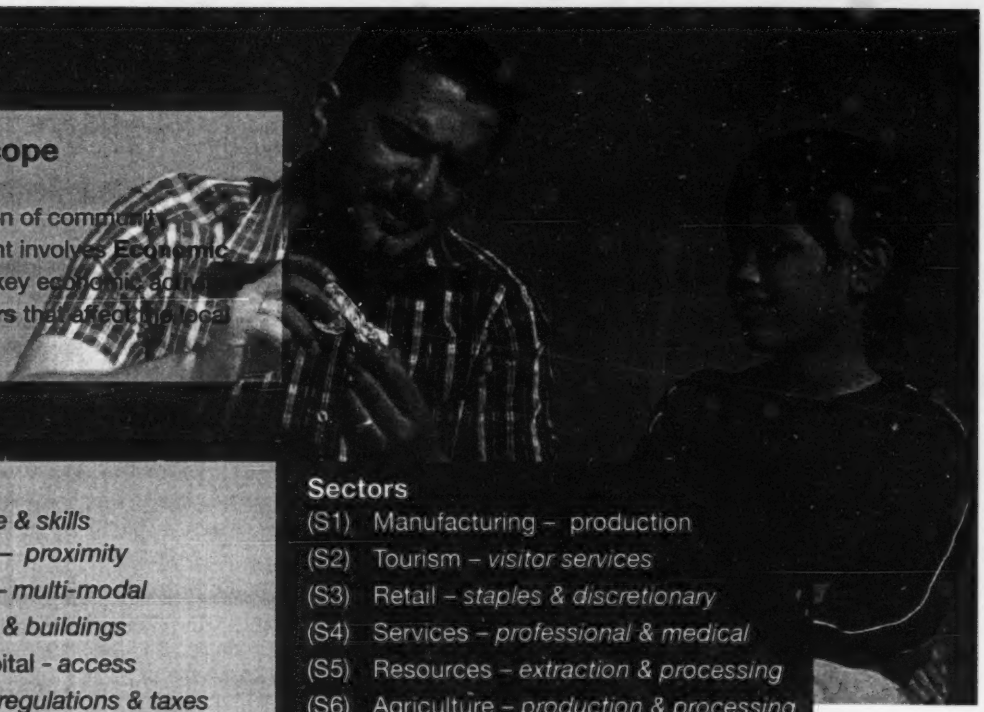
- **Business Retention** – to help 'existing' businesses survive through networking, training, reliable infrastructure, educated labor, reduced red tape, incentives, marketing efforts and favorable taxes
- **Business Expansion** – to assist 'existing' businesses to grow through skilled labor, networking, innovation support, training, access to capital, favorable taxes, product marketing, business opportunity matchmaking, positive climate and public support
- **Business Attraction** – to facilitate new business location in the community through information access, favorable taxes, business friendly climate, quality of life, educated labor, promotional efforts, positive climate, necessary infrastructure and strategic marketing

The fundamental roles for local government in community economic development include:

- **Laissez Faire** – local government inherently impacts businesses through land use planning, infrastructure, municipal services, purchasing, partnerships, amenities, tax rates, regulations, and public communication
- **Catalyst** – coordination of community efforts among multiple players through regulations, land use zoning, senior government liaison, communication systems, networking opportunities, strategic planning, grants in aid, and taxation levels
- **Direct** – active development and provision of economic development activities such as industrial park ownership, tax incentives, community marketing, business support services, information systems, inventories, business opportunity matchmaking

1.3 Strategic Scope

A strategic examination of community economic development involves **Economic Sectors** that capture key economic activity and **Economic Factors** that affect the local economy.



FOCUS AREAS

Factors

(F1) Labour – *people & skills*
(F2) Market Access – *proximity*
(F3) Transportation – *multi-modal*
(F4) Location – *land & buildings*
(F5) Investment Capital - *access*
(F6) Government – *regulations & taxes*
(F7) Community – *image & quality of life*
(F8) Energy – *cost & reliability*
(F9) Innovation – *entrepreneurs*
(F10) Community Culture - *spirit*
(F11) Environment – *sustainability*

Sectors

(S1) Manufacturing – production
(S2) Tourism – *visitor services*
(S3) Retail – *staples & discretionary*
(S4) Services – *professional & medical*
(S5) Resources – *extraction & processing*
(S6) Agriculture – *production & processing*
(S7) Knowledge – *education*
(S8) Technology – *green opportunities*
(S9) Government – *3 levels*

1.4 Recommendations

Recommendation #1

That Council adopts the Economic Development Charette Report. ***(Completed)***

Recommendation #2

That Council requests the City Manager to organize an Economic Strategic Action Charette Session by December, 2009. ***(Completed)***

Recommendation #3

That the City adopts the recommended Economic Development Policy Statement.

Recommendation #4

That Council requests the City Manager to update the City's Strategic Priority Chart to reflect the 2010/11 Economic Development Action Plan items. *It is intended that economic development actions be limited to those that are within its resources and mandate.* ***(Completed)***

Recommendation #5

That Council requests that the City Manager develop a proposal to the Yukon Government for the development and implementation of an integrated branding strategy. ***(In progress)***

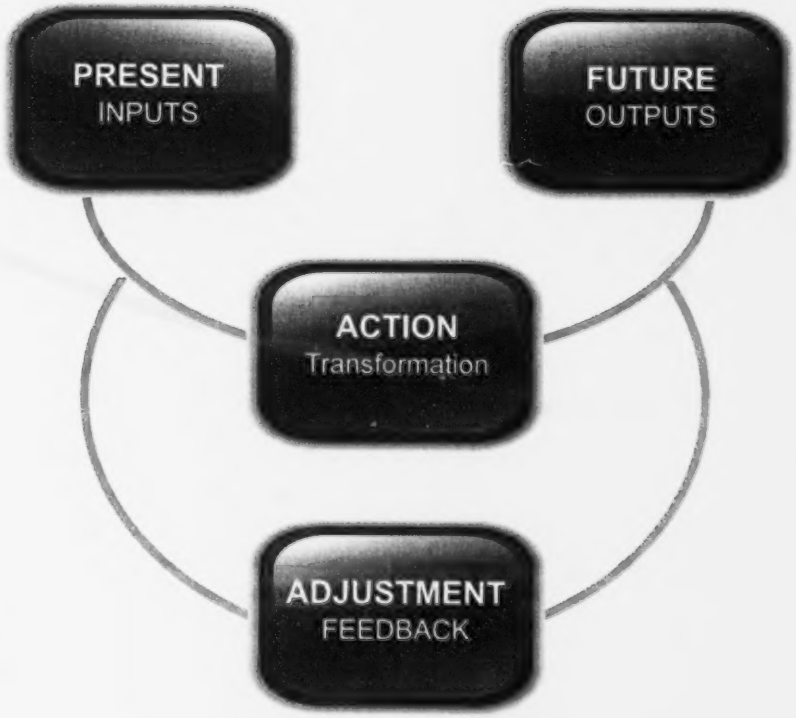
Recommendation #6

That Council requests the City Manager to prepare terms of reference for a steering committee to provide Council with advice on the development of an integrated branding strategy. *(Subject to YG funding)*

2 Defining the Future

Defining the future focuses on the *output* component of the systems model (see below) in terms success indicators (this section). Success indicators establish a framework to assess the present situation using *inputs* such as community issues and opportunities as well as organizational strengths and weaknesses (section 3). Deliberate strategies can then be established and action taken to *transform* the strategic topics into the desired results or outputs (section 4). The success indicators are subsequently used to seek *feedback* and make adjustments as required to maximize effectiveness.

SYSTEMS MODEL



2.1 Success Indicators

The Charette participants developed a preliminary list of success indicators to guide and assess the economic development activities in terms of the two focus areas - Economic Factors and Economic Sectors

* ***Suggestion:*** *These success indicators require more discussion to refine the criteria and develop a practical Economic Score Card (appendix 1). Suggested next steps are:*

- *Refine the success indicator content for each sector and factor*
- *Identify criteria to measure or observe each success indicator*
- *Short list the top ten success indicators for both sectors and factors*
- *Decide on tools and methods to monitor the success indicators annually*

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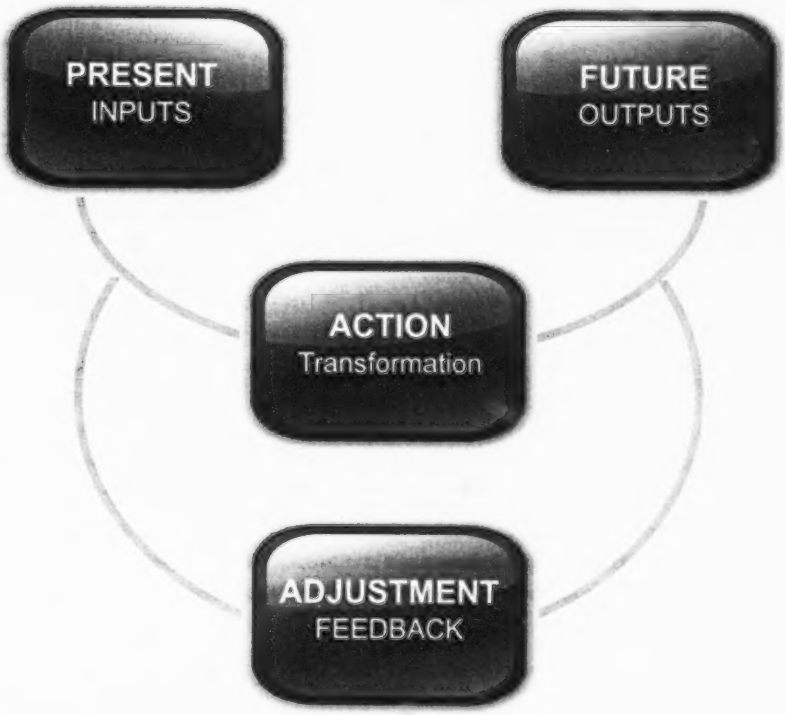

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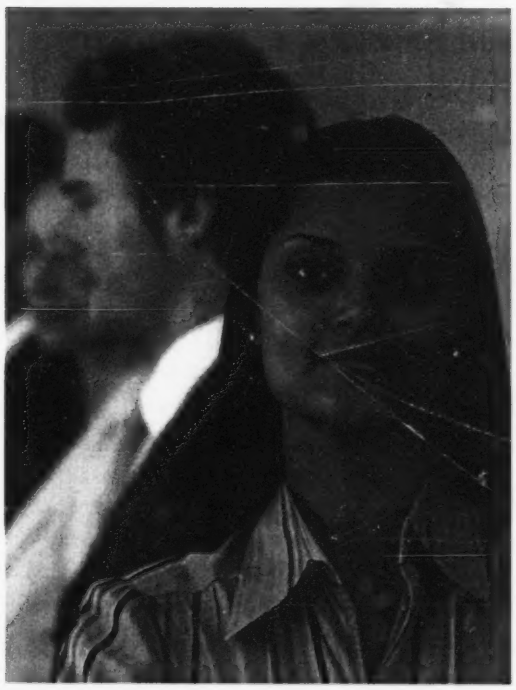
- *Decide on tools and methods to monitor the success indicators annually*

3 Assessing the Present

The strategic planning process involves taking steps to narrow the gap between the desired future and the present situation. The key elements to include in a strategic assessment are ***What Works Well*** – aspects that ought to be strengthened and ***Areas for Attention*** – matters that ought to be addressed.

The Workshop participants identified strengths and weaknesses, opportunities and threats of and for economic development efforts. Assigned focus area groups brainstormed items and then determined the key strategic topics for attention. The Economic Climate Assessment is found in appendix 2.

The plenary group voted and ranked all items to generate a list of strategic topics for further discussion as possible areas for attention by the City.



STRATEGIC TOPICS

NURTURE INNOVATION

REDUCE RED TAPE

SERVICE CULTURE

IMPROVED PARKING

VIBRANT DOWNTOWN

AFFORDABLE HOUSING

INTEGRATED BRANDING

COLD CLIMATE CENTRE

CIVIC ENERGY STRATEGY

FIRST NATIONS RELATIONS

WILDERNESS CITY

LAND DEVELOPMENT

INDUSTRIAL LANDS

CUSTOMER SERVICE

CONVENTIONS & EVENTS

SHOP LOCAL

CLEAN COMMUNITY

TRAINING & DEVELOPMENT

Bold type = topics for discussion at the session

* ***Suggestion:*** *This assessment locates areas for attention at the time of the Charette. An Economic Climate Assessment using Economic Score Card should be done on an annual basis.*

4 Developing Strategies

The Solution Seeking Model was used to explore each of the strategic topics. Available and relevant information was discussed to identify related issues and problems to arrive at an **essential question** to guide the next step. Before jumping to solutions, we needed to describe desired outcomes and **key result** if the essential question was answered successfully. The third step explored possible ways to achieve the key result by evaluating response options to arrive at a **preferred option** for short term implementation. Finally, an **action plan** identifies necessary resources, timelines and responsibilities to implement the preferred option.

SOLUTION SEEKING CHART FOR STRATEGIC TOPICS

PROBLEM DEFINED (Related Issues & Key Question)	DESIRED OUTCOMES (Key Result if problem is addressed)	OPTIONS & ACTION (Ways to achieve key result)
		OPTIONS 1. _____ 2. _____ 3. _____ ACTION 1. _____ 2. _____ 3. _____

The April 2009 Charette participants discussed outcomes and options for the 18 strategic topics. City Council reviewed the first version of this Economic Development Charette Report in July of 2009 and decided to host a second charette to further explore preliminary action plans. Participants from the April charette and other interested citizens and agencies were invited to a second charette – Getting to Action on December 8, 2009. The group of forty-nine people reviewed the strategic topics list from the April session and the preliminary action plans developed by staff in June. The purpose of the session was to develop potential action plans for consideration by City Council. A summary of these discussions is found in *the Economic Development Strategic Possibilities Chart* (appendix 3).

In March 2010, City Council and staff reviewed the *Economic Development Strategic Possibilities Chart* to determine which actions were included in its current day-to-day work or corporate strategic work program based on the following considerations:

City mandate – within the City's jurisdiction or where the City can influence others
Existing effort – someone is working on it already
Available funding – resources seem readily available
Current capacity – knowledge and time to do it
Enabling legislation – permissive
Do-able timeline – progress or results may be seen within 6-12 months
Political will – is not controversial
Measurable – can be monitored for progress and results
Community will – public would be supportive
Strategic linkage – connected to other city plans and goals

Eleven strategic topics are aligned with current City activities; three require dedicated resources and four were deemed appropriate for other agencies or later consideration. The resulting 2010/11 Economic Development Action Plan reflects response to strategic topics that fall within the City's mandate, available fiscal resources and current staff capacity.

At the time of this report the City was in conversation with the Yukon Government for financial assistance to fund a person dedicated to developing and implementing an Integrated Branding Strategy.

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14. **Reduce red tape**	
15. **Training & Development**	*For longer term potential consideration*
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17. **Customer Service**	*Potential Role for the Chamber of Commerce & others*
18. **Shop Local**	*Potential Role for the Chamber of Commerce & others*

* Council priorities noted in **Bold type**

5 Taking Next Steps

This *Community Economic Development Strategy* report is a starting point to think strategically about areas requiring attention in Whitehorse. It is evident that there is a catalyst role for the City to address strategic ways to enhance the community's economy. Consequently, City Council should consider its role, staffing and structure to sustain a strategic focus for economic development.

5.1 City Role

The City's potential role in economic development is shaped by the nature of the options and strategic topics emerging from the two charettes. Most of these draft action plans require either a catalyst and/or direct role on the part of the City in economic development. The City's economic development policy statement is therefore recommended as:

The City of Whitehorse is committed to enhancing the economic well being of citizens through the retention, development and attraction of business in a manner that nurtures community and regional sustainability by:

- *Facilitating a strategic economic development focus*
- *Serving as a catalyst to bring together interested parties*
- *Providing dedicated staff resources (subject to budget)*
- *Sustaining an economic development function (subject to budget)*
- *Leveraging external resources for economic development*
- *Working with Yukon Government to promote regional economic*
- *Planning its services to maximize economic opportunities*
- *Offering an ideal regulatory environment for doing business*

▪▪▪ ***Recommendation:***
That the City adopts the recommended Economic Development Policy Statement

5.2 Staff Resources

The implementation of the Charette's suggested actions was dependent largely on the City's existing staff and available fiscal resources. Using in-house staff for new economic development initiatives places extra demands on existing day-to-day services and other strategic priorities. Part-time staff is insufficient for the City to assume a consistent leadership role to implement the Economic Development Strategy. The nature of the items in the 2010/11 Economic Development Action Plan in particular, the branding strategy, suggests the City needs some contractual help to:

- Coordinate interests to develop a strategic approach
- Liaise with businesses to assess their needs
- Facilitate access to resources for business to be successful
- Mobilize community resources to nurture sustainability
- Work with the Yukon and First Nation governments

▪▪▪ ***Recommendation:***
That Council seeks fiscal help from the Yukon Government and other sources to develop the integrated branding initiative.

5.3 Structural Options

Sustainable economic development requires mobilization of community interests. Council has numerous services to pursue and it can be advantageous to have an entity devoted to economic development for the purposes of providing Council with policy advice concerning government actions affecting economic development; monitoring the action plan, and helping the contractor liaise with businesses. There are several structural options to establish an economic development entity (see table). At this point, it is suggested that Council merely host an annual Economic Development Charette to review progress, discuss emerging strategic topics and provide input to the City's economic development efforts.

STRUCTURAL OPTIONS

STAND ALONE COMMITTEE	UMBRELLA ASSOCIATION
PROS: • Total control • Everyone does own thing • Don't worry about perceived barriers • Get things done faster	**PROS:** • Exists to share information • Identities are retained • Broader base of support & synergy • More lobby support
CONS: • Less resources available • Less lobby power • Less access to information	**CONS:** • Limited resources • No long term commitment • No coordination
SOCIETY	**CORPORATION**
PROS: • Pooling of resources • More formal (accountability) • Move away from the political arena • Promote better community inclusion	**PROS:** • Influence who you select • Involves other resources • Separate from government • More flexible
CONS: • Long term sustainability • Non-accountable to public • Escape clause and consequences	**CONS:** • Minority interests not as valued • Costly process • Loss of control

▪▪▪ ***Recommendation:***
That Council requests the City Manager to organize an annual Economic Development Charette with the next forum to be held in 2011.

appendices

Appendix 1

Economic Score Card

FACTORS / Success Indicators

F1. INNOVATION
- Pilot projects to find innovative solutions
- Risk taking support & tools
- Consultation forums - public & industry
- Funding available for entrepreneurship
- Focal point for intellectual capital

F2. LABOUR
- Availability of affordable accommodation
- Quality of life to attract people/families
- Progressive community image
- Higher education options
- Reasonable cost of living

F3. MARKET ACCESS
- Recognized branding
- Collaborative government/private efforts
- Easy access to business related info
- Shop local market
- Right services for the right population

F4. TRANSPORTATION
- Quality road system
- Frequent air services
- Easy local multi-modal transportation
- Good rail service
- Efficient transit

F5. LOCATION
- Quality of communications/Internet
- Sensitive regulatory environment
- Availability of commercial space/land
- Gateway community
- Maintaining 'Wilderness City' image

F6. INVESTMENT CAPITAL
- Public/private partnerships
- Sense of stability
- Effective matchmaking
- Inventory of investment opportunities
- Global interest in community

F7. GOVERNMENT ACTIONS
- User friendly access
- Competitive tax rates
- Cost effective services
- Political stability
- Intergovernmental cooperation

F8. COMMUNITY AMENITIES
- Social safety net for all
- Well maintained and clean community
- Orderly growth & development
- Recreational, cultural & education facilities
- Variety of eating & shopping options

F9. ENERGY
- Alternate sources
- Attention to conservation
- Progressive energy policies and incentives
- Need more education
- Attract cold climate technology experts

F10. COMMUNITY CULTURE
- Diverse recreation & culture facilities
- Vibrant downtown core
- Community involvement in events
- First Nation engagement
- Avid community pride

F11. ENVIRONMENT
- Green building standards & incentives
- Measure by way of benchmarks
- City leading by example
- Prepare for changing technology
- Green services e.g. public transit

Economic Score Card

SECTORS / Success Indicators

1. MANUFACTURING
- Local raw materials for 'niche' markets
- Not just shipping out raw materials
- 'Yukon brand' manufactured products
- Accommodating infrastructure & legislation

2. TOURISM
- Year-round tourism
- Diversification of tourism product
- Promote vibrancy in downtown after 6 PM
- Promote conventions and events
- Partnerships with First Nations

3. RETAIL
- Vibrant diversified downtown
- Shop local awareness
- Quality customer service
- Retail hub for north
- Competitive marketplace

4. SERVICES
- Determine critical market needs
- Availability of medical services
- Broad range of services
- Quality services
- Competitive prices

5. RESOURCES
- Mining opportunities
- Quality water supply
- Forestry opportunities

6. AGRICULTURE
- Institutionalized certified processing
- Land availability
- Permanent farmer's market location
- Holistic approach to agriculture
- Education/training of food production

7. KNOWLEDGE
- Educational opportunities
- Proactive First Nations education
- Distance learning
- Northern knowledge

8. TRANSPORTATION
- Alaska Highway potential
- Airport expansion to make global links
- Rail – make connections to BC & Alaska

9. ENERGY
- Develop alternate fuel sources
- Export energy

10. GOVERNMENT
- City employment opportunities
- First Nations employment opportunities
- YG employment opportunities

11. TECHNOLOGY
- Cold climate research institute
- Access high speed Internet

Appendix 2

Economic Climate Assessment

April 2009

What Works Well	Areas for Attention
F1. Innovation • Consultation process with the public • Funding sources • Intellectual capital – educated population • Commitment to try to diversify business • District heating study, etc.	– Examples of innovative projects/ideas/solutions – Business diversity clustering and collaboration – Reconcile different environmental interests – Focal point for intellectual capital – 'think tank' – Encourage risk and a willingness for risk – Support winners (innovative people)
F2. Labour • Recreation – access & amenities • Education levels • Economic stability • Range of labour types	– Maintaining/improving quality of life – Accommodation – Cost of living – Marketing Whitehorse as progressive community – Higher education options – Labour market – people with skills
F3. Market Access • Built in branding • Collaboration government/private sector • Solid infrastructure in place • Unique/innovative by nature • Strong local market	– Competitiveness (this is a small market) – Diversity of providers – Growing of local market (small local population) – Infrastructure (faster, cheaper, more reliable) – Single, user friendly web portal for information – Distance to markets (external) – Cross-sector branding
F4. Transportation • 2+ airlines & summer flights • Safe, reliable road infrastructure • Good rubber tire route • Subsidized by government • Trail networks & bike lanes • Airport investment (infrastructure)	– Effective marketing internationally/domestic – Traffic flow: design, planning, education – Transit: matching type to ridership numbers – Signage – Highway bus routes – expand to north – Railway connection to tidewater or south – Green all transportation options – trucks/airlines – Downtown parking (or incentives for walking)
F5. Location • Capital city, have all levels of government • International airport • Proximity to nature • Alaska Highway with traffic (decent levels) • Proximity to ports	– Connectivity - Internet is not consistent – Grid restriction (isolation from rest of Canada) – Timely access to information – Accessible & affordable housing – Highest inflation rates in Canada – Legal regulations re: private property rights – Availability of affordable commercial spaces
F6. Investment Capital • First Nations capital/partnerships • Government funding (surety) • Low current interest rates • BDC & non-traditional funding sources • Government provides stability	– Joint Ventures – Government barriers – Expediting process – Chartered banks too conservative – Communication
F7. Government Actions • Good services • Willingness to help • Accessibility	– Beautification of city – Holistic vision of what attracts people to town – Working with First Nations – Better job of 'flag waving' re: quality of life – Government wages vs. businesses

What Works Well	Areas for Attention
F8. Community Amenities	– Cleanliness
• Social safety net – mental health addictions	– Improved bus service
• Recreation – organization and facilities	
• Cross generational services	
• Arts and culture opportunities and facilities	
• Attractive well planned city	
• Good first impression - Gateway	
F9. Energy	– Business community efforts (e.g., open coolers)
• Availability of hydro power	– Investment in research for alternate energy
• Electrical grid (distribution/transmission)	– Forward thinking policies and incentives
• Awareness of energy conservation	– Incentives/education to reduce consumption
F10. Community Culture	– Increase engagement of business community
• Safe streets	– Library bigger role in tourism (computer access)
• Festivals (from Market to Quest)	– Innovative involvement of youth
• Small town friendliness	– First Nation engagement
• Volunteerism	
• Good youth engagement	
F11. Environment	– *Not developed*
• *Not developed*	
S1. Manufacturing	– *Not developed*
• *Not developed*	
S2. Tourism	– *Not developed*
• *Not developed*	
S3. Retail	– Customer friendly services
• Competitive prices	– Northern retail hub
• Government purchases locally	– Alternative/backup in communications
S4. Services	– Low # of professionals & specialists
• Availability of medical services	– Lack of trades/over-priced for under-qualified
• Good range of services	– Promoting outside territory
S5. Resources	– *Not developed*
• *Not developed*	
S6. Agriculture	– Poultry/meat processing
• Farmer's market	– Land for community gardens (Versluce)
• Demand for local produce	– Permanent indoor location for farmer's market
• Yukon brand	– Land availability for agriculture
• Demand for organic produce	– Partnerships for local food productions
	– Holistic approach to agriculture
	– Institutionalized inspections to sell local food.
S7. Knowledge	– Retain educated children
• School system - good access	– First Nations stay in school and trades
• College – subsidies for secondary education	
• Arts program in Yukon College	
• Trades education	

What Works Well	Areas for Attention
S8. Technology • Cold climate research institute	– Cell phone coverage – Internet and phone surety – Technology professionals – Limited band width
S9. Transportation • Alaska highway/road network • Airport – expansion/global links • Local transit/short commutes • Service providers for transportation connections • Access to sea ports	– Couriers services – Data communications – Rail (lack of) – Port capacity – Border policy – Improving intra-city connections
S10. Energy • Moving to cleaner energy • Expansive grid (hydro) • Reasonable cost • Government rebates • Long term future (renewable) • Expertise base (local) • Self sustaining (own grid)	– Reliability (consistency) – Yukon/FN integrated approach (partnerships) – Pay real cost (transparency) – Rate structure review (demand cost) – Alternative fuel sources – Promote conservation – Sustainability, become centre of excellence – Export/import energy – Maintenance and integrity – Transparency of real cost – How to convert home heating – How to tap into a northern gas pipeline – Privatization of grid (needs to be analyzed)
S11. Government • Transfer payments ($1B) • Access to ministers and politicians • Access to government administration • Self-governing First Nations	– Communication/relationship with First Nations – Collaboration between governments – Performance criteria/consequences

Appendix 3

2.5 Economic Development Strategic Possibilities MAR. 2010

TOPIC / DESIRED OUTCOMES	OPTIONS (* PREFERRED)	POSSIBLE ACTIONS (**bold type** = short list for City to consider)
1. NURTURE INNOVATION • Attracting new businesses • New solutions to old problems • Private sector in public decisions • **Changing mindset**	1. **City, YG & Partners** 2. City 3. Business Community • Innovation Trade fair* • Innovation fund • Entrepreneurial courses	1. Identify Partners 2. Plan event 3. Request Funding support 4. Host event
2. REDUCE RED TAPE • **Business Friendly** • Easy access • Quality services	1. City* • **Promote BizPal*** • Review Development process	1. **Review current system** 2. **Address issues & gaps**
3. SERVICE CULTURE • Quality services • Consistent approach • User friendly • **City Services**	1. **City Staff*** • Customer Service Training • **Service Standards*** • Service Recognition	1. **Review Best Practices** 2. Develop standards 3. Implement pilot internal program
4. IMPROVED PARKING • Reduced demand / increase supply • Patron friendly parking • 'Greener' forms of transport • Lack of 'all day' for employees • Employees taking patron parking • Parking meters are a problem • Size of vehicles in lots	1. City & Partners 2. **City*** 3. Private Sector • Build parkade • Park and ride program • **'cycle/pedestrian' linkage*** • **Regulations***	1. Parking rules for scooters and bikes 2. Identify new spaces 3. Parkade 4. Downtown parking strategy
5. VIBRANT DOWNTOWN • Tourism destination • Community pride • Beautification projects • **Public Amenities** • Re-orient attention to Yukon River • Arts and culture on waterfront • People walking downtown • Night time activity	1. City & Partners* 2. City • Public washrooms • Public art • Farmers market • Way-finding signage • Civic project list • Residential development downtown • Tourism kiosk for day products • Pedestrian/ bike bridge across river	1. **Identify list of amenities** 2. Cost estimates 3. Budget priorities 4. Find partnerships/funding
6. AFFORDABLE HOUSING • Supply of quality rental units • **Accessible housing stock** • Seniors housing (non-government) • Assisted housing • Lack of private development • Competitive rental rates • Moderate vacancy rate • Improved quality of rental housing • Lack of seasonal worker lodging	1. City & Developers 2. **City** 3. Private sector 4. YG • Incentives to attract developers • Update *Landlord and Tenant Act*	1. **Incorporate policies in OCP**
7. INTEGRATED BRANDING • Brand recognition • Has to make a statement • Has to be appealing & simple • What is it meant to do? • Has to reach an audience	1. **City & stakeholders** 2. Private Sector 1. **Consultant** 2. In-house • Community partners • Common message on all materials	1. **Approach YG for assistance** 2. **Organize branding workshop**

TOPIC / DESIRED OUTCOMES	OPTIONS (* PREFERRED)	POSSIBLE ACTIONS (**bold type** = short list for City to consider)
8. COLD CLIMATE CENTRE • **Centre of Excellence** • Research & develop, opportunities • Private & government partnership • Innovative research • Increase external awareness	1. Yukon College 2. **Community partnership**	1. **Develop promo DVD -** 2. Link to branding initiative
9. CIVIC ENERGY STRATEGY • Climate change impact • Lack of incentive to conserve • **City to lead by example**	1. **City** 2. City & Partners 3. Public	1. **Energy Strategy** 2. **Leading by example projects** 3. ESC Partnership green policies
10. FIRST NATIONS RELATIONS • **Working together** • Identify common priorities • Enhance communications	1. **City & First Nations** 2. City • Joint economic development planning • Tri-lateral discussions • Processes in land claims • First Nations advisory committee	1. Complete protocol agreement 2. Participate in KDFN Sustainability Plan 3. Work OCP Policy/Designations 4. Regular roundtables
11. WILDERNESS CITY • **Trail system** • High level of services • Have city amenities • Be regional hub • Mix of local/non retail • An outpost in the wilderness • Low volume/high yield • Avoid Fort McMurray syndrome	1. City & Partners 2. City • Create a plan • **Staged construction - gaps** • Developer requirements • **Special Events**	1. Budget priority list for 2010 2. New subdivision dedication 3. Develop comprehensive plan 4. Liaise with advocacy groups
12. LAND DEVELOPMENT • **Inventory of residential lots** • Forecast future needs • Diverse types of land • Competitively priced	Short Term • Infill Lots • Subdivide existing lots • Change zoning Longer term • Lot inventory • Planned development	1. **Adopt new OCP** 2. **Pursue Infill lots** 3. **New subdivisions re: next 2 years** 4. **Work with YG to plan for the future**
13. INDUSTRIAL LANDS • **Select focus area** • Good transportation access • Cluster industry focus – mining? • Variety of lot types &sizes • Competitive analysis	1. * **YG and City** 2. City alone 3. Private sector	1. Build business case – supply & demand 2. Approach YG to work on a partnership 3. Develop a industrial park plan 4. Develop a cluster focus marketing strategy
14. CUSTOMER SERVICE • **Enhanced service culture** • Customer experience • Promote shop local • Owner/manager buy-in	• Develop a program • Prepare resources • Develop a check list • Recognition program	1. Create a task force 2. Organize a forum to explore options

TOPIC / DESIRED OUTCOMES	OPTIONS (* PREFERRED)	POSSIBLE ACTIONS (**bold type** = short list for City to consider)
15. CONVENTIONS & EVENTS • Destination marketing • 12 month tourism • Infrastructure to support facility • Marketable products • Five star or brand name hotels	1. City & Partners 2. City 3. Local or External Partners 4. YG • Incentives to attract	*Chamber of Commerce role*
16. SHOP LOCAL • Stem financial drainage • How to make citizens shop local • Supply and demand • Residents understanding benefits • Retail needs to be competitive • Locals can provide service	• Buy local campaign • Public education	
17. TRAINING & DEVELOPMENT • Defined program funding • Apprenticeships • High school to work force transition	• Reinstate 'Industrial Arts Program' • Trade up and develop in schools • Investment in future trade needs	
18. CLEAN COMMUNITY • Graffiti-free • Building upkeep • Clean empty lots / junky yards • Garbage in streets • Snow dumps • Messy sidewalks (businesses) • Sign pollution	• By-law enforcement: buildings/lots • Adopt-a-lot beautification • Air Pollution: education • Efficient wood stoves incentives • Pan handling controls • Clean buses • Sign controls	

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